Industries: from manufacturing to service

VOCABULARY PRACTICE
UPPER-INTERMEDIATE | B2

Name: _____ Date: _____

1 Match each precise term with its definition.

1 deindustrialisation ____	**a** the decline of manufacturing as a share of a country's economic activity
2 offshoring ____	**b** relocating business operations to another country, often to reduce costs
3 value chain ____	**c** the full sequence of activities that add value to a product from raw material to final sale
4 vertical integration ____	**d** owning multiple stages of production and distribution within a single company
5 just-in-time production ____	**e** producing goods only as needed, minimising stored inventory
6 labour-intensive ____	**f** requiring a large amount of human effort relative to output
7 capital-intensive ____	**g** requiring substantial investment in equipment relative to labour
8 tertiary sector ____	**h** the part of the economy providing services rather than goods
9 economic diversification ____	**i** spreading economic activity across multiple industries to reduce risk
10 competitive advantage ____	**j** an attribute that allows a company to outperform its rivals

2 Choose the word with the most suitable connotation.

1 For the decline of manufacturing's share of the economy: deindustrialisation / industrial growth.

2 For relocating operations to another country: offshoring / domestic expansion.

3 For the full sequence of value-adding activities: value chain / a single transaction.

4 For owning multiple stages of production: vertical integration / outsourcing everything.

5 For producing only as needed, minimising inventory: just-in-time production / large stockpiling.

6 For requiring a lot of human effort: labour-intensive / fully automated.

7 For requiring substantial equipment investment: capital-intensive / low-cost entry.

8 For an attribute allowing outperformance of rivals: competitive advantage / a shared weakness.

Industries: from manufacturing to service

3 **Complete the industry collocations with one word.**

1 experience _____ (= manufacturing decline as a share of the economy)

2 pursue _____ (= relocating operations abroad)

3 the entire _____ chain (= the sequence of value-adding activities)

4 achieve vertical _____ (= owning multiple production stages)

5 adopt _____-in-time production (= minimal stored inventory)

6 a _____-intensive process (= requiring a lot of human effort)

7 economic _____ (= spreading activity across industries)

8 gain a competitive _____ (= an edge over rivals)

Industries: from manufacturing to service

VOCABULARY PRACTICE
UPPER-INTERMEDIATE | B2

4 Complete the case notes with words and phrases from the box.

capital-intensive | competitive advantage | deindustrialisation | economic diversification | just-in-time production | labour-intensive | offshoring | tertiary sector | value chain | vertical integration

Case A: The region experienced significant 1 _____ over three decades, as traditional manufacturing shifted towards the growing 2 _____.
Case B: The company pursued 3 _____ to reduce labour costs, relocating production to a country with lower wages.
Case C: Analysts examined the entire 4 _____, identifying where most profit was actually captured.
Case D: The firm achieved 5 _____ by acquiring both its supplier and its distributor.
Case E: 6 _____ minimised warehousing costs but left the company vulnerable to sudden supply disruptions.
Case F: The garment industry remains highly 7 _____, while semiconductor manufacturing is notably 8 _____, requiring enormous upfront investment.
Case G: Policymakers promoted 9 _____ to reduce the region's dependence on a single industry, aiming to secure lasting 10 _____ in global markets.

5 Read the text and answer the questions briefly.

The vulnerability of just-in-time production

Just-in-time production, which minimises stored inventory by aligning supply closely with demand, offers significant cost advantages under stable conditions but has revealed considerable vulnerability during major supply chain disruptions. Companies relying heavily on this model often lack the buffer stock needed to absorb sudden interruptions, whether from natural disasters, geopolitical tension or unexpected demand surges, exposing weaknesses across the entire value chain almost immediately. Some manufacturers have since reconsidered pure just-in-time approaches, adopting hybrid strategies that maintain modest reserve inventory for critical components, accepting somewhat higher ongoing costs in exchange for greater resilience against future disruption.

1 What does just-in-time production minimise? _____
2 What advantages does it offer under stable conditions? _____
3 What has it revealed during major supply chain disruptions? _____
4 What do companies relying heavily on this model often lack? _____
5 Give two examples of disruption sources mentioned. _____

Industries: from manufacturing to service

6 What have some manufacturers since adopted instead? _____

6 Rewrite each sentence using the word in capitals. Do not change the meaning.

1 The region's manufacturing declined as a share of the economy. DEINDUSTRIALISATION _____

2 The company moved production to another country to cut costs. OFFSHORING _____

3 The company owned every stage from supplier to distributor. VERTICAL INTEGRATION _____

4 The firm gained an edge that let it outperform rivals. COMPETITIVE ADVANTAGE _____

OVER TO YOU

Write a 120-150 word account analysing the risks and benefits of just-in-time production, distinguishing observation from evaluation.

[ ] Use at least twelve target expressions. [ ] Control connotation carefully. [ ] Avoid unsupported assumptions.

Industries: from manufacturing to service

VOCABULARY PRACTICE
UPPER-INTERMEDIATE | B2

ANSWER KEY

1 Precise terms

1 a 2 b 3 c 4 d 5 e 6 f 7 g 8 h 9 i 10 j

2 Connotation

1 deindustrialisation 2 offshoring 3 value chain 4 vertical integration 5 just-in-time production 6 labour-intensive 7 capital-intensive 8 competitive advantage

3 Collocations

1 deindustrialisation 2 offshoring 3 value 4 integration 5 just 6 labour 7 diversification 8 advantage

4 Case notes

1 deindustrialisation 2 tertiary sector 3 offshoring 4 value chain 5 vertical integration
6 Just-in-time production 7 labour-intensive 8 capital-intensive 9 economic diversification 10 competitive advantage

5 Reading - suggested answers

1 Stored inventory.
2 Significant cost advantages.
3 Considerable vulnerability.
4 Buffer stock needed to absorb sudden interruptions.
5 Any two: natural disasters, geopolitical tension, unexpected demand surges.
6 Hybrid strategies that maintain modest reserve inventory for critical components.

6 Rewriting - possible answers

1 The region experienced deindustrialisation. 2 The company pursued offshoring.
3 The company achieved vertical integration. 4 The firm gained a competitive advantage.

Over to you

Answers will vary. Check lexical precision, appropriate connotation and separation of fact from inference.